



State Government: Sample Metrics List

Agency / Organization:

Goal 1: Access and Success

Recruit and retain a diverse workforce.

● Output Metric ○ Outcome Metric

Objective	Sample Metrics (These are examples to get you thinking...feel free to use what you like, and create your own.)
1. Recruit and hire a more compositionally diverse workforce	<ul style="list-style-type: none"> Number of recruitment and hiring processes documented and analyzed for barriers ● Number of job descriptions reviewed and revised ● Composition of applicant pools across the stages of recruitment and hiring ○
2. Retain a more compositionally diverse workforce	<ul style="list-style-type: none"> Employee response to survey items about recruitment and onboarding ● Employee response to survey items related to connections with local affinity groups ● Composition of the organization's workforce both cross-functionally and top-down ○ Voluntary departure rates for employees and leaders ○ Promotion rates for employees and leaders ○ Salary adjustments made ●

Goal 2: Climate and Intergroup Relations

Create and sustain an agency culture that affirms and respects diversity and employs inclusive practices throughout daily operations.

Objective	Sample Metrics (These are examples to get you thinking...feel free to use what you like, and create your own.)
1. Create a climate that is supportive and respectful and that values and integrates differing perspectives and experiences	<ul style="list-style-type: none"> Perceptions of the climate for diversity ○ Sense of belonging ratings ○ Percentage of employees with awareness and understanding of the organization's Principles of Community ● Awareness and understanding of organizational resources related to harassment, discrimination, and identity-based violence ●

Goal 3: Training and Education

Engage in learning the concepts of DE&I, and the importance of these concepts in completing the agency mission.

Objective	Sample Metrics (These are examples to get you thinking...feel free to use what you like, and create your own.)
1. Offer training opportunities that achieve diversity, inclusion, and equity learning goals	<ul style="list-style-type: none"> Movement toward organizational learning goals ○ Employee perception of increased learning related to diversity and inclusion ○ Number and types of training offered ● Participation rates in different types of training ● Employee satisfaction with quality and type of training offered ○
2. Increase the multicultural competencies and capacities for all employees	<ul style="list-style-type: none"> Movement toward organizational learning goals ○ Employee perception of increased learning related to diversity and inclusion ○ Number and types of training offered ● Participation rates in different types of training ● Employee satisfaction with quality and type of training offered ○ Percentage of employees reporting that they feel comfortable communicating with colleagues from different backgrounds ○

☒ Output Metric
 ☐ Outcome Metric

Goal 4: Infrastructure and Accountability

Create and sustain an agency or departmental infrastructure that effectively supports progress and accountability in achieving diversity goals.

Objective	Sample Metrics (These are examples to get you thinking...feel free to use what you like, and create your own.)
1. Sustain and increase organization-wide efforts designed to amplify opportunities to advance the goals outlined in the <i>ONE Virginia Plan</i>	<ul style="list-style-type: none"> Evidence of integration of inclusive excellence into strategic plan <input type="radio"/> Documentation of processes used to evaluate diversity and inclusion efforts <input type="radio"/> Documented processes for reporting progress toward DE&I goals to appropriate oversight agencies (Governor's Office, DHRM, SBSB, SCHEV, VDOE, etc.) <input type="radio"/>
2. Engage key leaders and stakeholders in analyzing disaggregated data and special studies to better understand and address longstanding organizational challenges, recruitment and yield of historically underrepresented employees and leaders	<ul style="list-style-type: none"> Units provide an annual report to senior leadership on the goals outlined in the <i>ONE Virginia Plan</i> <input checked="" type="radio"/> There is a mechanism for setting and monitoring continuous improvement toward Inclusive Excellence <input type="radio"/>

Goal 5: Community Engagement

Focus community engagement activities on those that provide measurable, direct, equitable, and sustained benefit to all of Virginia's diverse communities.

Objective	Sample Metrics (These are examples to get you thinking...feel free to use what you like, and create your own.)
1. Evaluate and increase partnerships to align with inclusive excellence goals	<ul style="list-style-type: none"> Number of partnerships <input checked="" type="radio"/> Social performance audit with accompanying action steps <input checked="" type="radio"/> Written partnership plans/agreements that explicitly tie to Inclusive Excellence and Principles of Community <input checked="" type="radio"/> Evidence of coordination of resources with partnering organizations <input type="radio"/>
2. Evaluate and increase philanthropy in support of diversity, inclusion, and equity	<ul style="list-style-type: none"> Number of philanthropic efforts related to Inclusive Excellence <input checked="" type="radio"/> Dollars spent on philanthropic efforts related to Inclusive Excellence <input type="radio"/> Results of social performance audit with accompanying action steps <input checked="" type="radio"/>